

Minister of Public Safety



Ministre de la Sécurité publique

Ottawa, Canada K1A 0P8

NOV 22 2012

Commissioner Bob Paulson  
Royal Canadian Mounted Police  
Headquarters Building  
73 Leikin Drive  
Ottawa, Ontario K1A 0R2

Dear Commissioner:

On Friday last week your office provided my office with a draft report related to a Gender Based Analysis that you had directed be carried out. The report, while it has not been published, was the subject of an interview that you gave earlier this week and therefore I have asked that it be transmitted to the appropriate Parliamentary Committees, further to appearances by yourself and some of your officers.

The analysis that I have been provided reveals troubling issues including the fact that, despite the need for increased recruitment of female officers, the number of female cadets at Depot has decreased by 52% since 2008/09. In many ways the analysis confirmed issues that we have all known to exist within the Force.

Rather than pre-emptively discussing this matter in public and proceeding on a piecemeal basis, I had expected to also receive a plan of response that we (you and I, the RCMP and the Government) could present to Canadians. The time for review and report in relation to this issue has passed. Now is the time for action. I ask that you prepare a detailed plan, using existing resources, specifically addressing the issues laid out in the Gender Based Analysis just carried out and in the Employment Equity Systems Review carried out in 2006. The plan should include specific, objectively measurable, milestones. Each milestone should have a target date. Only in this way will we be able to determine whether we are succeeding or failing in resolving this problem.

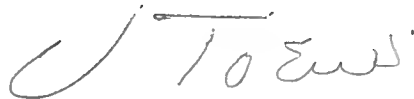
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Without limiting the generality of the foregoing, among the issues that I expect to see addressed within this plan are:

- recruitment goals for females
- a specific plan to, in the immediate term, reach a force where 30% of the officers are female
- reductions in timelines to address complaints
- reductions in number of complaints
- promotion targets for female members
- targets for recruitment of females to the officer cadre
- retention goals, and
- improvements in satisfaction among Regular Members and civilian employees with respect to work environment.

I look forward to receiving this plan no later than December 11th, 2012.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Vic Toews". The signature is fluid and cursive, with a large initial "V" and a stylized "T".

Vic Toews, P.C., Q.C., M.P.